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UNICEF evaluation policy

Summary

This document presents a comprehensive evaluation policy in accordance with Executive Board decision 2006/9 on the evaluation function in UNICEF (E/2006/34/Rev.1).

The purpose of the evaluation policy is to ensure that UNICEF has timely, strategically focused and objective information on the performance of its policies, programmes and initiatives to produce better results for children and women. The policy aims to foster a common institutional understanding of the evaluation function in UNICEF, and further strengthen evidence-based decision-making and advocacy, transparency, coherence and effectiveness.

The paper is organized as follows: Section I presents the introduction; section II provides the background to the policy; section III defines the scope of the policy and guiding principles for the evaluation function in UNICEF; section IV describes the accountability framework for evaluation; section V puts forward measures to strengthen the evaluation system; section VI outlines the collaboration with partners in evaluation; section VII refers to the periodic review of the policy; and section VIII contains a draft decision for consideration by the Executive Board.

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I. Introduction

1. During its 2002 annual session, the Executive Board endorsed the report on the evaluation function (E/ICEF/2002/10) in the context of the UNICEF medium-term strategic plan (MTSP) for 2002-2005 as "the policy statement on the evaluation function in UNICEF"[1] . At its annual session of 2006, the Executive Board requested the secretariat to prepare a comprehensive evaluation policy for consideration at the annual session in 2007.[2] The Bureau of the Executive Board subsequently agreed to consider the evaluation policy in January 2008.

2. The updated policy provides a common understanding of the evaluation function in UNICEF, taking into account human rights principles, the United Nations Millennium Declaration, the Millennium Development Goals, *A World Fit for Children* goals, the MTSP for 2006-2009, coherence of the United Nations system, and the 2007 Organizational Review of UNICEF.

II. Overview

A. Background

3. In June 2004, the Executive Board reviewed the "Progress report on the evaluation function in UNICEF".[3] While it commended UNICEF for the important progress achieved, the Executive Board noted in decision 2004/9 (E/2004/34/Rev.1) that much work remained to be done, including sharpening the strategic focus of evaluation work plans, improving efficiency and raising standards of evaluation work. The Board re-emphasized[4] that the evaluation function should be carried out in consultation with national authorities, in compliance with decision 2002/9. UNICEF was encouraged to further strengthen the evaluation function, highlighting the following: (a) focusing on fewer, high-quality studies, with strong emphasis on analysing effectiveness and results; (b) improving evaluation standards at the country level; (c) accelerating progress towards joint evaluation work; (d) strengthening national evaluation capacity; and (e) identifying best practices and enabling findings to feed systematically into organizational learning.

4. In 2006, a panel of six international experts conducted a peer review[5] of the evaluation function in UNICEF. The findings were presented to the senior management of UNICEF and to an informal meeting of the Executive Board. The panellists concluded that "the central Evaluation Office demonstrated a high level of independence and produced evaluations which are credible and useful for learning and decision-making within the organization. The decentralized evaluation system is appropriate for the operational nature of the organization, but its credibility and usefulness are limited by critical gaps in resources. Before the evaluation function's

[1] Decision 2002/9(E/ICEF/2002/8/Rev.1).
[2] Decision 2006/9 (E/ICEF/2006/5/Rev.1).
[3] Document E/ICEF/2004/11.
[4] See document E/ICEF/2002/8/Rev.1 of 7 June 2002.
[5] The report, Peer Review of Evaluation Function at United Nations Children's Fund (UNICEF), was published by the Canadian International Development Agency in May 2006. Panellists represented the African Development Bank, the Governments of Canada, Ghana, Ireland and Norway, and the United Nations Industrial Development Organization.

potential to strengthen accountability and organizational learning can be fully realized, some organizational constraints must be addressed." The Peer Review Panel concluded that a clear and comprehensive evaluation policy document consistent with the United Nations Evaluation Group (UNEG) Norms and Standards, more predictable budget for evaluation, additional interventions to strengthen and support field offices, and improved use of results-based management throughout the organization would strengthen the evaluation function.

5. The Executive Board, in decision 2006/9, recalled General Assembly resolution 59/250 of 22 December 2004 on the triennial comprehensive policy review of operational activities for development of the United Nations system, which emphasizes that national Governments have the primary responsibility for coordinating external assistance and evaluating its contribution to national priorities. The Executive Board called on UNICEF to conduct evaluations of operations at the country level in close association with national Governments and assist Governments in the development of national evaluation capacities, and requested UNICEF to prepare a comprehensive evaluation policy.

6. The new policy contained in the present document complies with the following resolutions and regulations:

(a) General Assembly resolution 59/250 of 22 December 2004, requiring systematic evaluation of operational activities of the United Nations system by assessing their impact on poverty eradication, economic growth and sustainable development of recipient countries. The General Assembly also mandated the United Nations system to promote national ownership and capacity development and to make system-wide progress in harmonizing evaluation practices;

(b) The Secretary-General's bulletin ST/SGB/2000/8 of 19 April 2000, Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation. Regulation 7.2 of the bulletin states that all activities programmed shall be evaluated over a fixed period of time. Regulation 7.4 indicates that the findings of evaluation shall permit mid-course correction, if required, and be reflected in subsequent programme design and delivery and policy directives;

(c) Norms and Standards for Evaluation in the United Nations System were approved by UNEG in April 2005. In July 2006 at its substantive session, the Economic and Social Council took note of the endorsement of the Norms and Standards for evaluation by UNEG as constituting a contribution to strengthening evaluation as a United Nations system function.[6] UNICEF led the inter-agency drafting process of UNEG Norms and Standards for evaluation, and the UNICEF Executive Board took note of the UNEG Norms and Standards in decision 2006/9.

B. Evaluation in the context of the UNICEF medium-term strategic plan

7. The MTSP for 2006-2009 (E/ICEF/2005/11) indicates that UNICEF will focus on six main areas in the strengthening of its evaluation function:

[6] In ECOSOC resolution 2006/14, and in compliance with General Assembly resolution 59/250 on the triennial comprehensive policy review (paragraph 69).

(a) National capacity-building and strengthened national leadership in country-level evaluations;

(b) Strengthened evaluation within the United Nations system and with other partners;

(c) Evaluation in humanitarian crises;

(d) Evaluations related to MTSP focus areas, strategies and operational effectiveness;

(e) Strengthened organizational capacity in evaluation;

(f) Heightened management attention to the evaluation function.

8. The Executive Board, in decision 2006/9, requested UNICEF to focus more intently on evaluating the results of the MTSP, on country programmes and on the humanitarian responses.

9. The MTSP included (in Annex II) an Integrated Monitoring and Evaluation Framework (IMEF) that details various evaluative exercises required to assess UNICEF performance against the MTSP. The IMEF sets the global evaluation agenda for the MTSP period and is subject to review in the 2008 midterm review of the MTSP. Implementation of the evaluation plan, in many cases, involves partnerships with other United Nations agencies, and governmental and non-governmental organizations.

10. From 2008, the Offices of Audit and Evaluation will engage in integrated planning and coordinated joint assessments of organizational performance and programme effectiveness. The joint initiatives will cover relevance and results of UNICEF, its contribution to national development, and the management of UNICEF support. The two offices will cooperate closely on the institutional evaluations of UNICEF in other areas.

11. UNICEF has piloted various forms of country programme evaluation in recent years, evolving from traditional evaluation of the relevance and contribution of UNICEF activities, to evaluation of the contribution of UNICEF together with other partners, and more recently to evaluation of the UNICEF contribution in the context of the United Nations Development Assistance Framework (UNDAF), and with the evaluation agenda increasingly set by governments. The next generation of evaluations marks the migration from UNICEF-centred to country-led approaches, as exemplified by the evaluation presently piloted by the Government of South Africa with UNICEF and other United Nations agencies, aiming to assess the overall United Nations contribution to national development efforts. In addition, UNICEF is co-chairing the evaluation led by UNEG of the eight "Delivering as One" United Nations pilot countries.

12. UNICEF has developed approaches to evaluating humanitarian action, in order to assess performance against the Core Commitments for Children in Emergencies, humanitarian law and human rights principles. UNICEF will continue to use real-time evaluation (RTE) to provide quick feedback on the performance of emergency activities in sudden-onset disasters and for chronic crises in phases of emergency.

III. Scope of the policy

A. Purpose and use of evaluation

13. According to the UNEG Norms for Evaluation,[7] an evaluation is an assessment, as systematic and impartial as possible, of an activity, project, programme, strategy, policy, topic, theme, sector, operational area or institutional performance. It focuses on expected and achieved accomplishments examining the results chain, processes, contextual factors and causality, in order to understand achievements or the lack thereof. It aims at determining the relevance, impact, effectiveness, efficiency and sustainability of the interventions and contributions of the organizations of the United Nations system. An evaluation should provide evidence-based information that is credible, reliable and useful, enabling the timely incorporation of findings, recommendations and lessons into the decision-making processes.

14. Evaluation asks three key questions: Is the right thing being done? Is it being done well? Are there better ways of doing it? The first question is addressed by examining the rationale and relevance of the undertaking; the second by examining the effectiveness of the results achieved and assessing efficiency, with a view towards optimizing the use of resources; and the third by identifying and comparing alternatives, seeking best practices and providing relevant lessons learned.

15. Evaluation should be distinguished from other functions in the oversight spectrum,[8] while recognizing that evaluation findings both draw from and inform the products of the other oversight functions in UNICEF. Evaluation is distinct from inspection, investigation and financial and compliance audit, whereas there are commonalities between evaluation and programme performance audit. Evaluation differs from monitoring, which forms a part of management's accountability for self-assessment and reporting. In UNICEF, evaluation and research are closely related and both contribute to the knowledge agenda outlined in the MTSP and re-emphasized by the 2007 Organizational Review of UNICEF. Research seeks theoretical knowledge, while evaluation tests the achievement, relevance and sustainability of results.

16. In focusing on the substantive rationale, value and performance of programmes, evaluation serves to improve results and stakeholder satisfaction. All evaluations follow the same guiding principles of rigour and transparency, and share the same purpose of organizational learning and accountability. In order for UNICEF to be truly a knowledge-based organization, evaluation must be part of the institutional culture at all levels — corporate, regional, country and local — and be applicable in all contexts, from humanitarian crisis to transition to stable development.

17. At the global level, evaluation serves to assess UNICEF performance against the objectives and targets set in the MTSP. Evaluation is also conducted to analyse the contribution of UNICEF to global strategies in collaboration with key partners, particularly the achievement of the objectives of the Millennium Declaration and Millennium Development Goals. When global endeavours are executed with strategic alliances, joint evaluations will inform the partners on performance and lessons to improve the design and enhance effectiveness.

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[7] *Norms for Evaluation in the UN System* endorsed by the UNEG in April 2005.

[8] The current evaluation policy elaborates more specifically on the functions of the oversight function. See document E/ICEF/2002/10.

18. At the regional level, evaluation serves the Regional Management Team and partners in the assessment of regional strategies to help countries to address trans-boundary and shared regional issues and to mutually assist each other in achieving national goals and priorities.

19. A country office, together with a national Government and partners, may commission either independent or participatory evaluation, depending on whether the main purpose is accountability or learning. The Country Representative may commission evaluations in support of national goals and the strategic aims of the programme of cooperation, with evaluation taking various forms, such as:

(a) Retroactive evaluations of an intervention supported by UNICEF, in order to improve design and/or for accountability purposes to stakeholders;

(b) Joint evaluations with partners of a programme or strategy, so that greater effectiveness and efficiency result;

(c) United Nations-wide evaluations of support given to the country to improve inter-agency cooperation to national programmes;

(d) Multi-partite evaluations of themes or policies to improve learning on how to increase intended impacts;

(e) Support to country-led evaluations, for strengthening national evaluation capacities.

20. General Assembly resolution 59/250 stipulates that national Governments have primary responsibility for coordinating external assistance, including assistance from the United Nations system, and for evaluating the impact of contribution to national priorities. In the spirit of this resolution, UNICEF may elect to sponsor evaluations from a country-led perspective by asking a national Government evaluation unit or another established national evaluation entity to conduct evaluations.[9] UNICEF will increasingly be involved in supporting national Governments' evaluation priorities.

B. Guiding principles for the evaluation function

21. The guiding principles of evaluation at UNICEF emanate from decisions taken by the Executive Board and from the UNEG Norms and Standards and Code of Conduct for Evaluation. These are:

(a) Evaluation must respect the principle of universality and country-driven programming (decision 2002/9);

(b) UNICEF is to support programme countries in evaluating their own programmes and to contribute to the strengthening of evaluation capacity in these countries (decisions 2002/9, 2004/9 and 2006/9);

(c) Whenever possible, evaluations must be undertaken in partnership with national authorities, with the United Nations system and with interested partners (decision 2004/9);

[9] In decision 2002/09, the Executive Board requested the secretariat to make greater use of national evaluators when undertaking evaluations at national level.

(d) Evaluations at all levels (whether of strategic governance, global, regional or country programmes, or projects) must serve an explicit management purpose;

(e) It is important to preserve the decentralized nature of the evaluation system in UNICEF (decision 2004/9);

(f) An amount totalling 3 to 5 per cent of programme expenditures will be dedicated to evaluation, studies and research;[10]

(g) Evaluation concerns must be addressed at the design stage of an intervention, with adequate resources set aside (decision 2006/9);

(h) Evaluation must emphasize the analysis of effectiveness and results;

(i) Evaluation must be credible by meeting professional quality standards;

(j) Evaluation must be conducted in an independent, impartial and transparent manner;

(k) Evaluators must have skills in evaluation, together with personal and professional ethics and integrity, and basic skills in human rights and gender equality analysis;

(l) Evaluation findings, recommendations and lessons are made public and disseminated to all stakeholders concerned;

(m) Evaluation must be duly considered, with management responses and action plans made public;

(n) At minimum, the executive summary of the evaluation must be translated into relevant local language(s) and made available to stakeholders;

(o) Evaluation findings of relevance to the Executive Board are to be brought to its attention (decision 2002/9).

22. UNICEF will apply, and advocate for increased, efforts to evaluate the different effects of its work on women, men, boys and girls, in accordance with the UNICEF gender policy and using gender analysis and gender-disaggregated data.

IV. Accountability for evaluation in UNICEF

23. UNICEF conducts evaluations at the following five institutional levels, reflecting the organizational accountability framework: local or project, country programme of cooperation, regional, global strategic, and institutional performance. Evaluation increasingly will be carried out with the United Nations system and other partners, and managers at all levels should seek to maximize opportunities for joint evaluation. Decentralization is a key characteristic of the UNICEF evaluation system: together with programme countries, UNICEF country offices will continue to commission most UNICEF evaluation work.

24. UNICEF Country Representatives are responsible for ensuring that adequate UNICEF resources are dedicated to evaluation, that communication with government officials and other partners facilitates the evaluation process, and that

[10] This principle was set forth in the Executive Directive CF/EXD/1993-006 of 1 June 1993 for funding from both regular and other resources.

evaluation findings inform the decision-making process. Representatives ensure proper planning of evaluation by preparing an Integrated Monitoring and Evaluation Plan, annually updated, and by providing quality assurance in the conduct of evaluations according to the norms and standards set by the Evaluation Office. Representatives are also responsible for following up on evaluation recommendations, reporting on the status of the follow-up, ensuring that their annual reports highlight the main evaluation findings, and ensuring that evaluation reports are disseminated and registered in the UNICEF evaluation database. Country Representatives also have a key role in ensuring UNICEF involvement in multi-partite evaluations related to the UNDAF.

25. The evaluation function at the regional level focuses on oversight and strengthening the evaluation capacities of UNICEF offices and their government counterparts through the following: coordination of evaluation capacity-building activities with the Evaluation Office at headquarters; preparation of regional evaluation plans; provision of quality assurance and technical assistance to support evaluation of country programmes and projects; and collaborative relationships sought with national, regional and global institutions and associations in support of evaluation capacity strengthening. Regional Directors commission multi-country thematic evaluations, in accordance with their regional evaluation plans and in consultation with the Regional Management Team. They ensure the contribution of their respective regions to global evaluations and are also responsible for the conduct and oversight of country programme evaluations and real-time evaluations. Regional Directors report annually to the Executive Board on key evaluations and midterm reviews of country programmes in their regions.

26. At headquarters, Directors are responsible for planning and commissioning evaluations of global policies and initiatives for which they are accountable. In the context of the biennial office management plan, they prioritize the evaluations to be done and ensure appropriate funding. When they accept major funding as other resources, they ensure that funds are set aside for evaluation from the outset in order to properly discharge their accountabilities to fund-providers for results and effective performance. Evaluations commissioned by Directors may be conducted with partners, carried out by the Evaluation Office, or contracted to competent external evaluation entities.

27. The Evaluation Office coordinates the evaluation function within UNICEF and conducts independent global evaluations. The Office collaborates with UNICEF partners in multi-partite evaluations and is the focal point of evaluations led externally for UNICEF. Fostering the professionalization of the evaluation function in UNICEF and across the United Nations system, together with UNEG, the Office also promotes capacity development in evaluation in programme countries. Leadership is provided in the development of approaches and methodologies for policy, strategic, thematic, programme, project and institutional evaluations. The findings of evaluations and related studies are given to senior management, with particular attention paid to the relevance of learning for policy development and the improvement of institutional processes. The Office maintains the institutional database of evaluations and promotes its use across the organization in support of knowledge management. Periodic meta-evaluations of the quality and use of evaluations sponsored by UNICEF are made and reports of the findings are shared with senior management and the Executive Board through the biennial report on the evaluation function in UNICEF.

28. In 2002, the Evaluation Committee[11] was created to consider evaluation matters and advise the Executive Director. The Committee reviews UNICEF evaluation reports that have relevance at the global governance level, including country programme evaluations. The Committee, chaired by the Executive Director or a designated Deputy Executive Director, with a secretariat provided by the Evaluation Office, reviews, and can endorse, recommendations contained in evaluation reports and also examines the annual follow-up reports on the implementation of recommendations. The Committee also reviews the work programme of the Evaluation Office and its implementation.

29. The Executive Director ensures compliance with the evaluation policy across the organization, and safeguards the integrity of the evaluation function and its independence. The Executive Director appoints the Director of the Evaluation Office, ensuring that there is no conflict of interest in employment and that the Director has the final say on the contents of all evaluation reports issued by the Evaluation Office. The Executive Director ensures that sufficient resources and capacity for evaluation are provided, and that senior management responds to and utilizes evaluation results. Reports on evaluation to the Executive Board are given in the annual report as well as the biennial reports on the evaluation function.

30. The Executive Board approves the evaluation policy. The Board also endorses the multi-year work programme and budget for global evaluations in the context of the MTSP[12] and in the biennial budget process.

V. Measures to strengthen the evaluation system

31. The peer review of the evaluation function and the Organizational Review both pointed to the need for UNICEF to strengthen its results-based management, if the evaluation function was to better conduct the assessment of results and impacts. In order to provide UNICEF staff with operational guidance for the implementation of the evaluation policy, an Executive Directive will be issued during 2008 setting out the required management measures to strengthen, monitor and utilize evaluation in UNICEF. Measures to be adopted are summarized below.

32. Country Representatives, Regional Directors and, as appropriate Divisional Directors will:

(a) Undertake evaluation in accordance with the principles of evaluation in UNICEF (III B above);

(b) Ensure the evaluability of new programmes and initiatives at the planning stage, including a clear statement of results, the identification of risks, relevant performance indicators, and the setting of baselines at the outset;

(c) Enhance the monitoring of programmes to allow UNICEF to more systematically conduct evidence-based performance and impact evaluations;

(d) Allocate funds at the start of each year for the Integrated Monitoring and Evaluation Plan;

[11] See Executive Directive CF/EXD/2002-022 of 10 October 2002.

[12] The new format for results-based budgeting highlights fund allocation for evaluation.

(e) Ensure that all programme staff have a foundational knowledge of evaluation principles and types and their application, and that external evaluators employed by UNICEF have the competencies to ensure that credible evaluations are undertaken;

(f) Make sure that existing staff engaged in evaluation have access to professional development opportunities, and ensure that new appointments to such posts are made against the evaluation competencies agreed by UNEG, while seeking technical clearance from the Regional Office and Evaluation Office, as appropriate;

(g) Institute measures to ensure that evaluations are strategically selected and that all major programme components are evaluated during the programme cycle, allocating adequate resources;

(h) Maintain a level of independence in evaluation by increasing joint evaluation with partners, encouraging country-led evaluations, and ensuring that managers of UNICEF programmes under evaluation do not have decision-making responsibility for evaluation terms of reference, the selection of evaluation consultants, or the acceptance of evaluation reports;

(i) Ensure that evaluation recommendations are fully considered with concerned partners, that accepted recommendations are acted on, and that annual reports include a statement on the status of evaluation follow-up;

(j) Submit completed evaluations to the UNICEF on-line evaluation database, within three months of their completion.

33. The Regional Office will:

(a) Provide support and technical advice to country offices to assist them in fulfilling their obligations under the evaluation policy;

(b) Monitor and report annually to the Executive Board on the quality of evaluation in the region, the appropriateness of staffing and financial resources dedicated to the evaluation in the region, and country arrangements for ensuring independence, transparency and impartiality in country-level evaluation;

(c) Maintain a tracking system for the implementation of any regional evaluations and country evaluations with implications for regional strategies;

(d) Maintain a roster of pre-qualified evaluation consultants and institutes from within the region.

34. The Evaluation Office will:

(a) Develop corporate strategies for the improvement of the evaluation function and issue and update corporate guidance on evaluation practice to cover emerging areas such as upstream policy intervention, partnership, and new global funding arrangements;

(b) Manage the evaluation quality rating process and rate all evaluations within six months of submission;

(c) Report annually to the Evaluation Committee on evaluation quality, and evaluation needs and expenditure across UNICEF;

(d) Provide technical assessment of candidates applying for positions related to evaluation in UNICEF;

(e) Ensure that evaluation staff are aware of relevant UNICEF, UNEG and third-party evaluation training materials and courses;

(f) Maintain a global roster of pre-qualified evaluation consultants and institutes;

(g) Maintain of a network of communication and exchange with evaluation staff, providing them with updates on evaluations findings, events and methodologies;

(h) Track the implementation of accepted evaluation recommendations from global thematic and institutional evaluations, reporting annually on the status of follow-up to the Evaluation Committee.

35. The Evaluation Committee, meeting three times per year, will:

(a) Review and approve the Integrated Monitoring and Evaluation Framework and maintain its implementation, including adequate resource allocation;

(b) Approve the annual work plan of the Evaluation Office;

(c) Commission and consider follow up reports on specific evaluations;

(d) Receive and consider the report of the Director of Evaluation on the state of the evaluation function in UNICEF, including recommendations for systems strengthening.

36. UNICEF will continue to be an active member of UNEG.[13] In order to strengthen and support the evaluation function at field level, and in the spirit of United Nations coherence, UNICEF will support UNEG to:

(a) Establish joint strategies for national evaluation capacity development and facilitate partnerships and capacity development, including with United Nations regional monitoring and evaluation networks;

(b) Endorse and promote common norms and standards for evaluation, and common positions on objectivity, integrity and the role and function of evaluation;

(c) Promote the professionalization of evaluators within the United Nations system, including the development of a diploma programme in evaluation;

(d) Strengthen the professional and technical competence of evaluation staff and facilitate mutual support and learning through the exchange of evaluation know-how.

37. A concerted effort, beyond the capacity of any one United Nations agency, is needed to improve national evaluation capacity in programme countries. UNICEF will seek to work with UNEG and other partners to establish and implement a common strategy for strengthening evaluation capacity in programme countries.

38. UNICEF will increase progressively the proportion of programme resources allocated to evaluation at all levels and will monitor and report evaluation expenditure by division, region and country, as part of the biennial report on the evaluation function to the Executive Board.

[13] The UNEG mandate and work programme closely comply with General Assembly resolution 59/250, particularly chapter VII addressing system-wide evaluation.

VI. Evaluation with partners

39. The increasing scope of global partnerships highlights the fact that successful interventions require joint ventures. Because of this, new approaches in evaluation need to be developed. UNICEF will need to seize the growing opportunities to participate in multi-partite evaluations, thereby drawing attention to results and impacts for children on the evaluation agendas of other organizations. There is evidence that joint evaluation tends to increase the independence and quality of evaluation, a further reason to promote evaluation with partners.

40. UNICEF will continue to promote partnerships with professional governmental evaluation networks, including UNEG, the Development Assistance Committee (of the Organisation for Economic Co-operation and Development) Network on Development Evaluation, the Evaluation Cooperation Group of the international financial institutions, and the Evaluation Network of the European Commission. In addition, UNICEF will actively support the formation of global, regional and national professional evaluation organizations and collaborate with them in promoting evaluation capacity at all levels.

41. UNICEF country offices will nurture collaborative relationships with national evaluation institutions and associations. Such partnerships will enhance the relevance, quality and utility of UNICEF evaluation and its contribution to development and humanitarian action. These partnerships are critical in supporting national evaluation capacity strengthening, in accordance with General Assembly resolution 59/250.

VII. Review of the policy

42. The implementation of the present evaluation policy and the evaluation function will be reviewed periodically to extract lessons and make improvements. The first such review will take place in 2010.

43. The guiding principles for the evaluation function in UNICEF contained in section III B above and the key performance indicators for evaluation contained in the UNICEF MTSP will serve as institutional performance indicators for the review of the policy and its implementation. Key performance indicators will be revised as appropriate in the light of the updated evaluation policy in the course of the midterm review of the MTSP.

VIII. Draft decision

44. It is recommended that the Executive Board adopt the following draft decision:

The Executive Board

1. *Approves* the document "Evaluation Policy" (E/ICEF/2008/4) as the policy statement on the evaluation system of UNICEF.